

Work Assignment Statement of Work

Title: Support for a Rigorous Pilot Test of an Alternative Enforcement Targeting Strategy

Contractor: IEc, Inc. **Contract No.:** EP-W-10-002

Work Assignment Number: 4-53

Estimated Period of Performance: Date of issuance to December 31, 2013

Estimated Level of Effort: 56 Hours

Key EPA Personnel:

Work Assignment COR (WA COR):

Yvonne M. Watson
OP/OSEM/ESD (MC1807T)
202-566-2239
202-566-2200

Work Assignment Alternate COR

Matt Keene
OP/OSEM/ESD (MC1807T)
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Contract Level COR: Cheryl R. Brown
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BACKGROUND AND PURPOSE:

Located within the Office of Policy (OP)'s Office of Strategic Environmental Management is the Evaluation Support Division (ESD). ESD's mission is to build the capacity of EPA staff and managers to conduct program evaluation activities throughout the Agency by providing technical support and training on program evaluation for EPA's national programs and regional offices. A crucial component in assessing the benefit of meeting goals, objectives, and sub-objectives is having measurable results.

As part of its effort to encourage the effective use of program evaluations throughout the Agency, ESD promotes program evaluation through a Program Evaluation Competition (PEC or Competition). This Competition is part of an ongoing, long-term effort to help build the capacity of headquarters and regional offices to evaluate activities and to improve measures of program performance. This program evaluation project was chosen for support under the Program

Evaluation Competition sponsored by OP.

Region 4's Office of Environmental Accountability (OEA) is interested in determining whether it can achieve its enforcement and compliance goals in a more cost effective manner by improving and innovating the targeting phase of the enforcement process. Region 4 staff believes that an alternative enforcement targeting strategy might improve the compliance rates of Federal facilities. To this end, Region 4 plans to pilot an alternative enforcement targeting strategy in 2012, and will compare the Region's traditional enforcement targeting approach to the alternative targeting approach. This multi-year effort will involve several stages including: design, implementation, evaluation, adaptation and dissemination of learning.

Quality Assurance (QA) Requirements

Check [] Yes or [X] NO, if the following statement is true or false. The Contractor shall submit a written Quality Assurance Project Plan for any project that is developing environmental measurements or a Quality Assurance Supplement to the Quality Management Plan for any project which generates environmental data using models with their technical proposal.

The Contractor shall not duplicate work in any previous work assignment.

TASKS AND DELIVERABLES:

The work assignment (WA) Contracting Officer Representative (COR) will review all deliverables in draft form and provide revisions and/or comments to the contractor. The contractor shall prepare the final deliverables incorporating the WA COR's comments.

Contractor personnel shall at all times identify themselves as Contractor employees and shall not present themselves as EPA employees. Furthermore, they shall not represent the views of the U.S. Government, EPA, or its employees. In addition, the Contractor shall not engage in inherently governmental activities, including but not limited to actual determination of EPA policy and preparation of documents on EPA letterhead.

TASK 1: PREPARE WORKPLAN

The contractor shall prepare a workplan that addresses the tasks in this statement of work within 15 calendar days of receipt of a work assignment signed by the Contracting Officer (CO). The workplan shall outline, describe and include the technical approach, resources, timeline and due dates for deliverables, a detailed cost estimate by task and a staffing plan. The WA COR and the Contract Level COR and the CO will review the workplan. However, only the CO can approve/disapprove the workplan. The contractor shall prepare a revised workplan incorporating the Contracting Officer's comments, if required.

Deliverables and Schedule Under Task 1

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|----------------------|--------------------------------------------------------|
| 1a. Workplan | Within 15 calendar days of receipt of work assignment. |
| 1b. Revised workplan | Within 5 calendar days of receipt of comments from the |

CO, if required.

NOTE REGARDING WORK ASSIGNMENT DELIVERABLES AND TECHNICAL DIRECTION:

The Work Assignment Contracting Officer's Representative (COR) is authorized to issue technical direction (TD) under this work assignment. The COR will follow-up all oral technical direction in writing within 5 days.

NOTE: Staff requirements for this work assignment include first-hand experience designing evaluation methodologies to establish program impact. Expert knowledge of and experience in considering probability sampling, random selection and random assignment are essential to successful performance under this work assignment.

(Incomplete) TASK 2: EVALUATION PLANNING AND DOCUMENT REVIEW
[Contract Scope of Work Element III, Section 1, para(s) 1, page(s) (10 -11)]

- 2-1 PARTICIPATE IN CONFERENCE CALLS. The contractor shall participate in conference calls with the WA COR, other Agency staff and the principal investigator to discuss the project design, methodology, data collection sources and other pertinent matters related to this project. The COR will contact the contractor and provide a time and date for the conference calls. The contractor shall develop a brief meeting summary documenting the key discussion, decisions, actions items and next steps. The contractor shall deliver the summary 3 days after the meeting/conference call.

Assumptions:

For purposes of costing, the contractor shall assume that meetings will occur bi-weekly for the duration of two hours throughout the period of performance of this work assignment.

- 2-2 CONTRIBUTE TO THE DESIGN OF THE EVALUATION METHODOLOGY. Planning for and integrating measurement and evaluation up front (before a program is implemented) is crucial for ensuring that a program will be able to attribute cause to a specific intervention. An opportunity exists to develop an evaluation methodology to enable Region 4 to estimate the impacts directly attributable to the implementation of an alternate enforcement strategy. As part of a Memorandum of Agreement (MOA), EPA is partnering with Dr. Paul Ferraro of Georgia State University's Center for Evidence Based Environmental Policy and Programs to design the evaluation methodology. Dr. Ferraro has extensive expertise and knowledge in applying experimental designs to environmental programs and will assume the role of principal investigator for this effort. The contractor shall work collaboratively with EPA and Dr. Ferraro to ensure that the appropriate design parameters are considered as part of this effort. For example, the contractor shall provide insight and advice regarding the strengths and limitations of the evaluation design methodology to ensure it can be adapted for an EPA context. Insights regarding the sample size of the treatment and control groups, threats to internal and external validity, strengths or weaknesses of performance measures and known

confounding variables/factors to which the outcomes could be attributed should also be considered.

- 2-3 **PRODUCT REVIEW.** The contractor shall review key products and deliverables prepared by the principle investigator. Products requiring contractor review may include but are not limited to data collection instruments, data monitoring plan, project implementation plans etc. The contractor shall provide a memo summarizing the findings of the review including but not limited to strengths and areas needing improvement and any recommended changes in accordance with the dates specified in the TD issued by the WA COR.

Deliverables and Schedule Under Task 2

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|------|-------------------------------------------|------------------------------------------|
| 2-1 | Participate in conference calls | To be specified by the WA COR |
| 2-1a | Meeting Summary | 3 days after the meeting/conference call |
| 2-3 | Conduct the Review and Summarize Findings | As specified by the EPA COR via TD. |

(Incomplete) TASK 3: PROVIDE ANALYTIC SUPPORT

[Contract Scope of Work Element III, Section 1, para(s) 1, page(s) (10 -11)]

EPA may require the contractor to design and conduct data analyses and analytic studies to support this effort. For example, EPA may require the contractor to conduct a situational analysis to document the perceived problems associated with federal facilities enforcement targeting in Region 4 and collect quantitative data to document and characterize the problems described. EPA may also require the contractor to review enforcement targeting data and perform descriptive or inferential statistical analysis. The nature and type of analytic study will be specified in a TD. Prior to conducting the study, the contractor shall meet with the COR to discuss the details of the proposed analysis/study. Following the discussion, the contractor shall develop a memo describing the purpose of the study, key questions or issues the study will answer and a brief summary describing the method or approach that will be used to address the key questions or issues. The memo shall also include an annotated outline which identifies the key elements that will be included in the study. The contractor shall deliver the memo and outline in accordance with the dates specified in a TD. After review and approval of the memo and outline by the EPA COR, the contractor shall develop the draft study. The contractor shall deliver a final study after the COR provides comments on the draft study via TD. The contractor shall deliver the final study in accordance with the dates specified in the TD.

Deliverables and Schedule Under Task 4

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|------|----------------------------|-------------------------------------------------------------------------------|
| 3-1a | Memo and Annotated Outline | As specified by the EPA COR via TD. |
| 3-1b | Draft Study | As specified by the EPA COR via TD. |
| 3-1c | Final Study | As specified by the EPA COR via TD.
After receipt of comments from COR via |

technical direction

(Incomplete) TASK 4: ORAL PRESENTATIONS AND COMMUNICATION PRODUCTS

[Contract Scope of Work Element III, Section 1, para(s) 1, page(s) (10 -11)]

- 4-1 ORAL PRESENTATIONS. The contractor shall make oral presentations regarding the evaluation project or specific aspects of the evaluation design methodology at a date, time, and location to be specified by the WA COR in a TD. The location will most likely be Washington, D.C or via conference call. The contractor shall prepare appropriate briefing materials, specifically, a power point briefing for the oral presentation.

Assumptions:

- For the purposes of costing, the contractor shall assume that **two**, one- person day trips to Washington, DC will be necessary.
- 4-2 COMMUNICATIONS PRODUCTS. The contractor shall develop communications products such as a fact sheet or one page documents summarizing key aspects of the evaluation project including but not limited to the evaluation design method, data collection strategy, etc. The contractor shall deliver the draft communication product 7 days after receipt of a TD. The contractor shall deliver the final communications product 3 days after receiving comments from the WA COR via TD.

Deliverables and Schedule Under Task 4

4-1	Oral presentation	To be scheduled by the WA COR
4-2a	Draft Communications Product	7 calendar days after receipt TD from WA COR
4-2b	Final Communications Product	3 calendar days after receipt of comments from WA COR

Table 1: Summary of Deliverables and Dates

Task	Deliverable	Due Date
Task 1 Prepare Work plan		
1a	Work plan	Within 15 calendar days of receipt of work assignment
1b	Revised work plan	Within 5 calendar days of receipt of comments from CO
Task 2 Evaluation Planning and Document Review		
2-1	Participate in conference calls	To be specified by the WA COR via TD
2-1a	Meeting Summary	3 calendar days after the meeting/conference call
2-3	Conduct the Review and Summarize Findings	To be specified by the WA COR via TD
Task 3 Provide Analytic Support		
3-1a	Memo and Annotated Outline	As specified by the COR via TD
3-1b	Draft Study	As specified by the COR via TD
3-1c	Final Study	As specified by the COR via TD
Task 4 Oral Presentation and Communication Products		
4-1	Oral Presentation	To be scheduled by the COR via TD
4-2a	Draft Communications Product	7 calendar days after receipt of TD from WA COR
4-2b	Final Communications Product	3 days after receipt of comments from WA COR via TD